



President's Management Advisory Board

Discussion Materials

April 25, 2014



Today's Agenda

9:00 a.m. to 10:15 a.m.

- Update on the President's Management Agenda
- Progress on Ongoing PMAB Initiatives

Break

10:30 a.m. to 12:15 p.m.

- Discussion of 2014 PMAB Focus Areas

Adjournment



Update on the President's Management Agenda

Beth Cobert

Deputy Director for Management, Office of Management and Budget

Designing and Executing President's Management Agenda

EFFECTIVENESS

Deliver world-class services to citizens and businesses

Improve Key Citizen and Business Facing Transactions

Smarter IT Delivery

EFFICIENCY/VALUE

Increase the value and quality of core operations and enhance productivity to achieve cost savings

Expand Strategic Sourcing

Establish Benchmarks

Enhance Shared Services

Drive Productivity & Cost Savings

ECONOMIC GROWTH

Open government assets as a platform for innovation, job creation, and economic growth

Turbocharge Open Data

Accelerate Lab-to-Market

PEOPLE & CULTURE

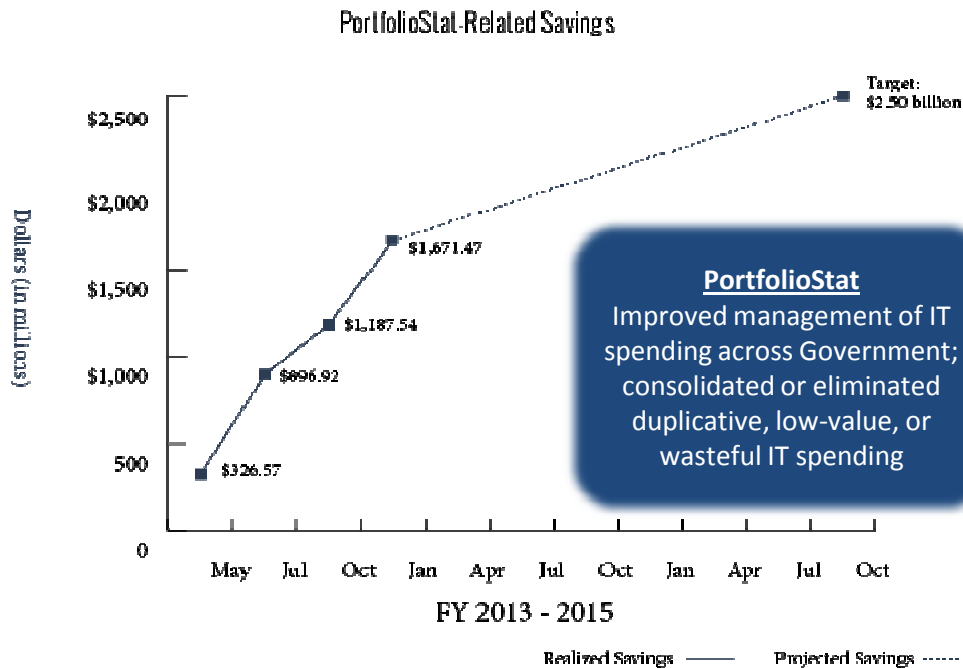
Unlock the talent of the workforce we have and build the one we need for tomorrow

Create a culture of excellence and engagement to enable higher performance

Build a world-class Federal management team, starting with the SES

Enable agencies to hire the best talent from all segments of society

Progress to Date – Effectiveness



Federal Infrastructure Projects Permitting Dashboard

Search

Home Agencies **Projects** Tools Contact Us News & Updates

Home » Tappan Zee Bridge Replacement

TAPPAN ZEE BRIDGE REPLACEMENT (HIGH PRIORITY)

Coordinating Agency: Department of Transportation
Accountable POC: Eric Beightel
Project Status: Complete
Estimated Cost: \$ 5,000,000,000
Download: XML, Excel
Project Website: <http://www.tzbsite.com/>

Description
The purpose of the project is to maintain a vital link in the regional and national transportation network by providing an improved Hudson River crossing between Rockland and Westchester Counties. The existing bridge was built in 1955 and Read More

Expedited Process
This project has expedited all Federal permits and approvals from the beginning of the NEPA review allowing for an accelerated construction start date. Simultaneous review among state and federal agencies on many of the permits has saved Read More

Reviews, Approvals and Permits

Title	Responsible Agency	Responsible Agency POC Name	Target Completion Date	Status
Execution of Consultation Agreement	Department of Commerce	Patricia Kurkul	10/21/2011	Cancelled
NEPA: Invitation to Cooperating Agencies	Department of Transportation	Jonathan McDade	10/26/2011	Complete
Sign Memorandum of Agreement	Environmental Protection Agency	Grace Musumeci	11/10/2011	Complete
		Gary Kassof	11/15/2011	Complete
		Paul Phifer	11/15/2011	Complete

Infrastructure Permitting Dashboard

Tracks progress of major economically significant infrastructure projects

fbopen
pilot

FBOpen helps small businesses search for opportunities to work with the U.S. government.

Developers, learn more at our [github repo](#) and our [API documentation](#).

FBOpen Soft Launch

Launch online platform to connect small and diverse businesses with government contracting opportunities

start searching

sample application are joint projects of

, the Presidential Innovation Fellows and the GSA Integrated Award Environment.

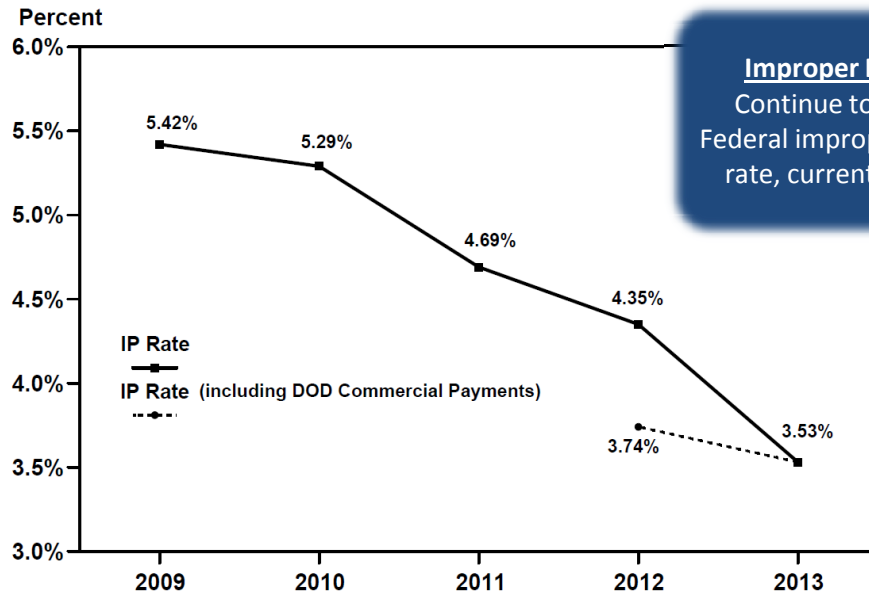
eBenefits
www.ebenefits.va.gov

Stop Waiting.
check your claims status online!

VA eBenefits Portal
Working to finalize portal to make it easier for veterans to access information on benefits online

Progress to Date – Efficiency

Government-Wide Improper Payment (IP) Rates



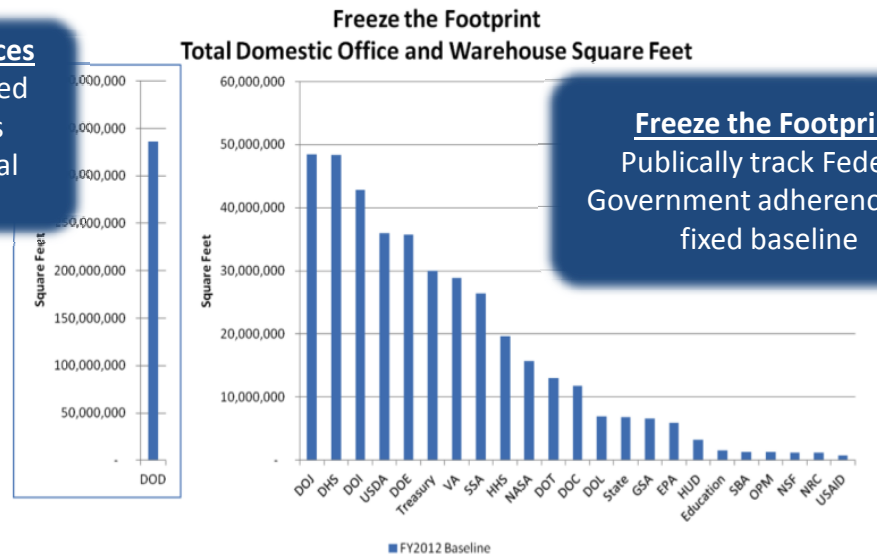
Improper Payments
Continue to lower the Federal improper payments rate, currently at 3.53%



Grants Reform
Published guidance that significantly reforms and strengthens Federal grant-making, improving outcomes and reducing bureaucratic red-tape



Expanding Shared Services
Working to expand shared services in many areas including IT and financial management



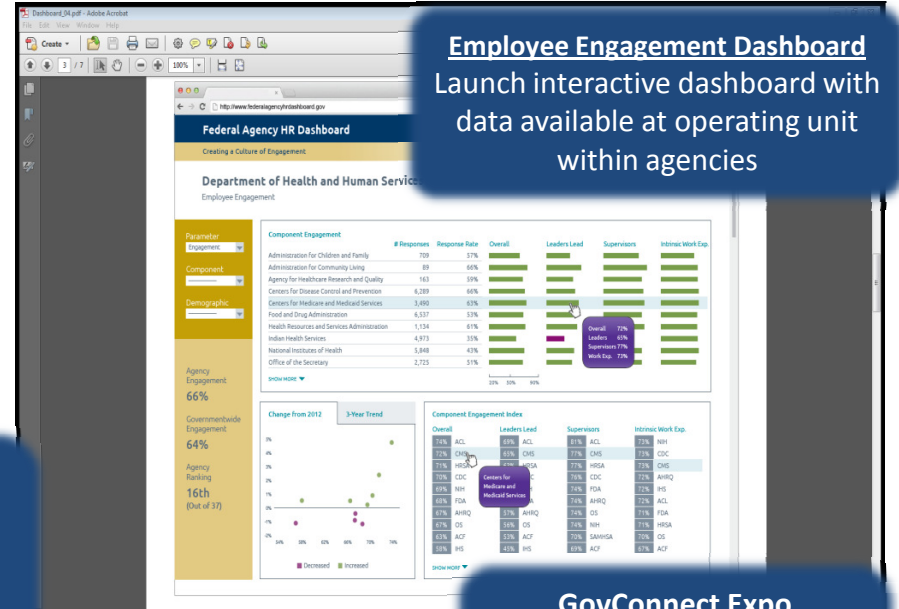
Freeze the Footprint
Publically track Federal Government adherence to a fixed baseline

Progress to Date – Economic Growth and People & Culture



Lab to Market
Continuing to invest in
bringing Federal research
and R&D to out of the lab
and into the hands of
entrepreneurs

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GovConnect Expo
Held expo with 20 Exhibitors
highlighting three innovative
pilots; 12 new Agencies have
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NSF Innovation Corps
Program to foster entrepreneurship that will lead to the commercialization of Government R&D

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Program to foster entrepreneurship that will lead to the commercialization of Government R&D

Overview of the Performance Framework

- **Performance Improvement Roles and Responsibilities**
 - Clearly defined roles for OMB Director, COO (usually Deputy Secretary), Performance Improvement Officer (PIO), Goal Leaders, Performance Improvement Council (PIC)
- **Goal Framework and Performance Reviews**

<u>Goals</u>	<u>Timing</u>	<u>Performance Reviews</u>
1. Federal Cross-Agency Priority (CAP) Goals	Every 4 years	Quarterly reviews by OMB Director/PIC
2. Agency Priority Goals (APGs)	Every 2 years	Quarterly reviews by agency COO/PIO
3. Strategic Goals and Objectives	Every 4 years	Annual strategic reviews by agencies and OMB

- **Performance Reporting**
 - Performance.gov established as the central source for performance reporting
 - Agencies post their strategic plans, annual performance plans and reports on websites

Initial Observations on the Management Agenda

- Real progress is being made within agencies on many of initiatives that make up the Management Agenda
- There are areas where we are not only making progress but having real impact – whether that is through piloting new talent exchange initiatives within agencies, finding ways to buy smarter, or make creative use of existing flexibilities within the FAR.
- There is huge potential to share these best practices to drive change throughout the Federal Government
- Doing more of this – sharing what is working – can significantly increase the impact that the Government can deliver.



Progress on Ongoing PMAB Initiatives

Strategic Sourcing

Dan Tangherlini

Administrator, General Services Administration



Strategic Sourcing Priorities

Overview

PMAB recommendations on strategic sourcing included improving communication and collaboration, taking actions to address adoption, and improving collection of and access to data.

- **Communication and collaboration** – The Strategic Sourcing Leadership Council meets quarterly, with the action leads for each agency meeting monthly. This is in addition to the regular meetings for the commodity teams as well as knowledge sharing through *strategicsourcing.gov* and the OMB MAX environment. More needs to be done and we welcome thoughts on how your organizations have succeeded with significant culture changes and information sharing.
- **Improving collection of and access to data** – OMB has been working with GSA to pilot a prices paid portal that Federal officials can use to share information. There have been several beta versions and the effort will launch soon. Additionally, there are activities underway consistent with the Administration's Open Government plan and the Government Accountability and Transparency Board recommendations to standardize more Federal contracting data and collection.
- **Reducing burden on businesses** – This week, the Administration launched an Open Dialogue on "Improving How to Do Business with the Federal Government". The dialogue is asking for ideas on how to improve the Federal contracting process and is open to all interested at www.cao.gov or www.cio.gov or directly at <http://cxo.dialogue.cao.gov>.



Strategic Sourcing Recap

- The Strategic Sourcing Leadership Council is leading initiatives to implement recommendations and has developed measures that will be tracked under the President's Second Term Management Agenda.
- Savings to date of \$300M over 4 years, additional cost avoidance is significant with certain areas (office supplies) demonstrating price reductions averaging 65% and reduction in contract duplication of approximately 40%.
- GSA has piloted a prices paid portal to share information across Federal officials to reduce costs to taxpayers. The tool will provide access to these data for end-of-year Federal purchases.
- GSA, in collaboration with OMB and the SSLC, is piloting a category management approach to smarter buying and will have three new pilot areas launched by October 2014.



Continuing Our Progress

The Challenges We Confront

- *Cultural resistance to change*
How have your companies addressed necessary behavior changes? And what can the Federal government do better to reduce resistance to change with vendors?
- *Timely access to data and information to better inform decisions and actions – new ways to gather and analyze data are being developed and tested*
How has data improved purchasing for your companies over time? How does your company assess quality?
- *Business unit vs. enterprise approach to determining value*
How do you get business units to accept the enterprise benefits of cooperative/strategic buying?



Progress on Ongoing PMAB Initiatives

Real Estate / “Freeze the Footprint” Policy

Dan Tangherlini
Administrator, General Services Administration



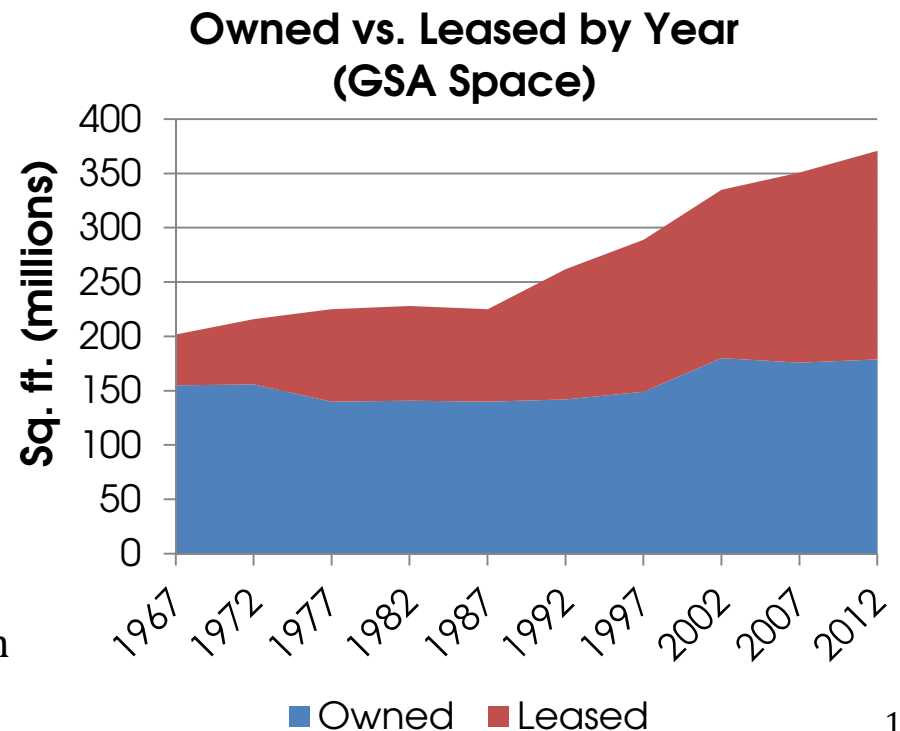
Real Property Strategy

- **Freeze** – Freeze the Footprint policy maintains a no-net-new real property strategy and maintains a real property dashboard on Performance.gov to ensure transparency. Agencies were required to develop a baseline and comply with the guidance to not acquire more space without reducing somewhere else.
- **Measure** – We are taking several steps to improve measurement of agency performance: benchmarking real property metrics across government agencies; improving data in Federal Real Property Profile; and driving stronger metrics into the measurement of federal real property usage.
- **Reduce** – We are undertaking several longer-term efforts to ultimately reduce the size of the portfolio through legislation (e.g. CPRA), targeted asset management by GSA (e.g. Customer Portfolio Plan process), or action identified through benchmarking data analysis.



Freeze the Footprint

- The Freeze the Footprint initiative requires to agencies adhere to an FY 2012 government-wide baseline for office and warehouse space of 730.2 million square feet.
- Agency progress year-to-year will be displayed on *Performance.gov*. In FY 2013, office and warehouse space totaled 719 million square feet, a reduction of over 10 million square feet.
- Agencies have submitted three-year plans to demonstrate how they will adhere to their individual baseline or reduce their profile. GSA is working with other agencies to make sure their plans for freezing or reducing their footprints are reasonable and achievable.
- Many agencies indicate that the policy has assisted them in aligning bureaus and components with central office policies on office and warehouse space reductions, measurement, and benchmarking.
- As result of the Freeze the Footprint effort, future budget years are showing a downward trend in the total square feet of leased space in the GSA portfolio through FY 2015.





Measure & Reduce - Benchmarking

Real Property is a focus area of the benchmarking initiative under the President's Management Agenda

OMB, GSA, and Federal Real Property Council have developed four real estate metrics:

1. Current portfolio square feet as a percent of "Freeze the Footprint" baseline
2. Rent per square foot
3. Operation and maintenance cost per square foot
4. Square feet per person (*requires personnel data collection to asset level*)



Continuing Our Progress

- As companies encourage employees to work remotely, how are senior executives ensuring strong oversight and clear communication?
- What's on the horizon for innovations in corporate real estate management, work space design, etc.?



Progress on Ongoing PMAB Initiatives

SES Development and Performance Management

Katherine Archuleta
Director, U.S. Office of Personnel Management



Update on SES Development: FY 2013

Sequestration and Other Budget Constraints

- In FY 2013, Federal agencies experienced significant budget reductions, resulting in deep cuts to spending on training.

Strategic Use of Shared and Cost-Effective SES Development Solutions

- OPM and OMB partnered with Federal agencies to provide enterprise executive development solutions across agencies, leveraging efficiencies, collaborations, and economies of scale.

FY 2013 Enterprise SES Development Solutions

- ***Orientation Briefing for New Career SES*** – an annual two-day event hosted by OPM’s Federal Executive Institute (FEI).
- ***“Hit the Ground Running” training for SES members in their first or second year*** – four one-day events hosted through continuing partnership between PMAB and OPM’s FEI.
- ***Leading EDGE*** – interagency SES development program, with a number of events delivered through collaboration between OPM and the U.S. Department of Veterans Affairs, with participation by PMAB.
- ***OPM’s Centralized Solutions and Events*** – delivered by OPM’s SES Policy Office at nominal cost and shared across all agencies, including on *Managers’ Corner* page of *HR University* web portal for learning.



Update on SES Development: FY 2014

Interagency and Multi-Sector Initiatives that will be Led by OPM

- ***SES Onboarding Initiative*** – design and implementation of a new SES Onboarding model, informed by leading practices and leveraging efficiencies and collaborative solutions.
- ***SES Leadership Development Curriculum*** – identification of an enterprise continued learning development curriculum, addressing the critical development areas at each stage of the 21st Century senior executive lifecycle.
- ***Enterprise and Shared SES Development Solutions*** – OPM will continue partnering with multi-sector stakeholders to deliver enterprise and cross-agency executive development solutions, including: OPM's FEI Briefing to New Career SES; OPM's FEI collaborations with the PMAB; enhancement of Manager's Corner; and centrally-developed cost-effective OPM executive development products and events.

Opportunities for Additional PMAB Partnership and Support

- ***SES Onboarding Initiative*** – share practices and inform design and implementation.
- ***Enterprise Federal Leadership Development Curriculum*** – share practices and inform design.
- ***Cross-Agency SES Training*** – continue partnering with OPM's FEI on collaborative SES training events.



Update on SES Performance Management: FY 2013

FY 2013 Implementation of Basic Cross-Agency SES Performance Appraisal System

- In FY 2013, Federal agency adoption of the OPM-issued Basic SES Performance Appraisal System reached critical mass.
- **90% of agencies** with OPM-approved appraisal systems (71 out of 79) have implemented the Basic System; customer feedback has been widely and substantially positive.

Diverse and Inclusive Design Process, including PMAB Support

- The design of the Basic System was informed by PMAB expertise and benchmarking.
- The design process especially involved an interagency and multi-sector collaboration, involving an open and inclusive process, to ensure the system ultimately reflected a diversity of stakeholder concerns, perspectives, expertise, practices, needs, solutions, and acceptance.

Value Added – the Basic System provided significant benefits for agencies in FY 2013:

- Cost-savings and elimination of duplication of efforts
- Potential additional economies of scale on development or acquisition of support technologies
- Improvement of clarity, consistency, equity, and transferability of performance ratings across agencies
- Untying administrative knots by streamlining the SES appraisal system certification process



Update on SES Performance Management: FY 2014

FY 2014 Strategies for Successful SES Performance Management

- ***Sustain Momentum*** – 96% of Departments and agencies have committed to implementing the Basic Cross-Agency SES Performance Appraisal System by the end of FY 2014.
- ***Provide Enterprise-Level Support*** – in partnership with agencies, OPM will:
 - Provide guidance, technical support, and training for implementing agencies
 - Gather information and share best practices and lessons-learned
 - Facilitate additional interagency collaborations to develop and implement additional solutions to support SES performance management
 - Facilitate an interagency collaboration to further untie administrative knots relating to OPM's SES performance appraisal system certification process
 - Develop an automated tool to facilitate implementation and application of the system

Opportunities for Additional PMAB Partnership and Support

- ***Continued Consultation*** – continue sharing best practices and benchmarking information.



Progress on Ongoing PMAB Initiatives

Improper Payments

Beth Cobert

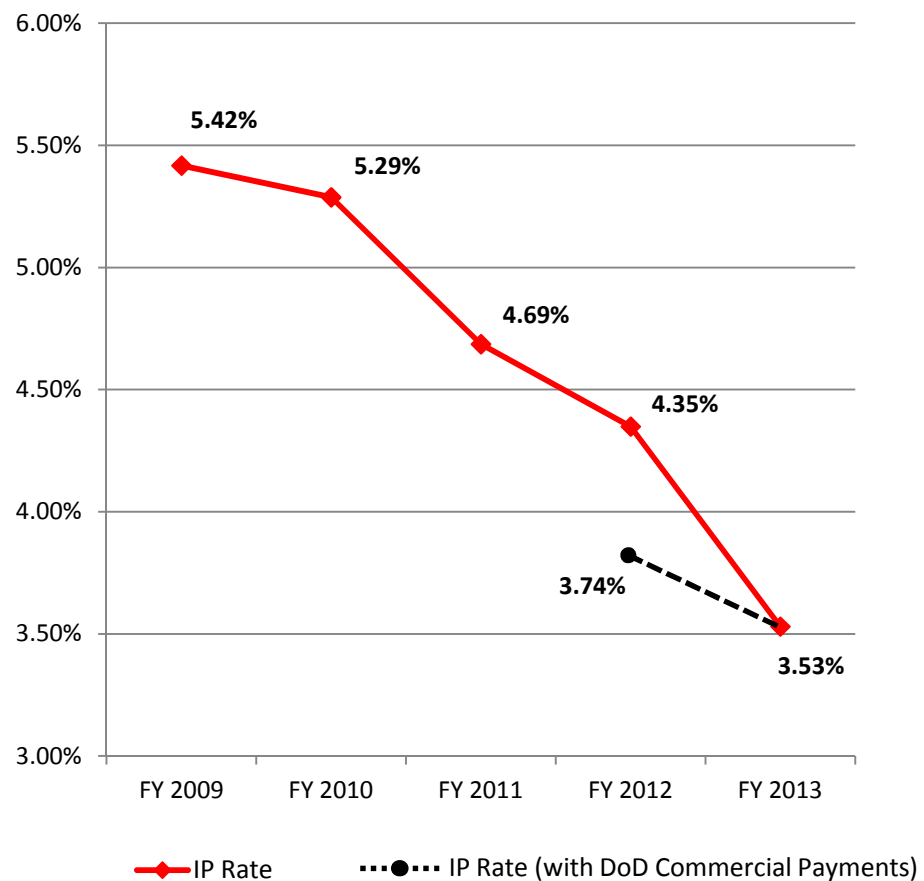
Deputy Director for Management, Office of Management and Budget



Progress on Improper Payments

- Reducing improper payments—payments made to the wrong entity, in the wrong amount, or for the wrong reason—is a priority of this Administration
- Working together with Congress, we have reduced improper payments by strengthening accountability and transparency through (1) annual reviews by IGs, (2) expanded requirements for high-priority programs, and (3) cutting-edge technology to prevent improper payments
- As a result of our efforts, the government-wide improper payment rate has declined from 5.42 percent (2009) to 3.53 percent (2013) when factoring in DoD commercial payments
- Agencies also recovered over \$22 billion in overpayments in 2013

Government-Wide Improper Payment (IP) Rates





Reducing Unemployment Insurance (UI) Improper Payments

UI Integrity Center of Excellence – A cooperative agreement between the U.S. Department of Labor (DOL) and the New York State Department of Labor to prevent and detect UI fraud.

DOL Challenge

- High error rates with multiple stakeholders
- What metrics can guide early stages?
- How should we determine timing and scope of expansion?



PMAB Recommendations

- Don't solve the whole problem at once
- Focus on largest risks first
- Set target goals to achieve



Reducing Unemployment Insurance (UI) Improper Payments

UI Integrity Center of Excellence – A cooperative agreement between the U.S. Department of Labor (DOL) and the New York State Department of Labor to prevent and detect UI fraud.

Results from PMAB Focus

- UI Integrity Center of Excellence established and poised to enable State reduction efforts
- 8 States with highest employment service errors received customized technical assistance and all 8 States reduced error rates
- 38 states implemented the Separation Information Data Exchanges System (SIDES) and committed to expand employer use by 35%



UI Integrity Center of Excellence

- Peer-to-peer knowledge sharing
- Transferable data analytics and predictive fraud prevention modeling
- Secure online portal to share prevention practices and new fraud scheme alerts
- Provide responsive adaptable training

DOL prioritized its focus based on discussions, and with your input is aligning 2014 incentives for:

- Regional States partnering with the Center to implement innovative new integrity strategies
- Funding for States to implement data analytics and predictive modeling tools



“Do Not Pay” Update

Do Not Pay (DNP) Challenge:

Balancing information sharing with privacy

- How to integrate centralized information into an autonomous workflow?
- How to balance quality and quantity of data?



PMAB Recommendations:

- Standardize/Centralize Up-front Screening
- Place Responsibility for Flags with Do Not Pay

Program Overview

- The Treasury “Do Not Pay” system is a centralized data-matching service that provide Agencies access to screen recipient’s award or payment eligibility.
- Databases IPERIA requires to verify eligibility expanded to include:
 - Death Master File
 - Excluded Parties List System
 - Debt Check Database
 - List of Excluded Individuals/Entities
 - Central Contractor Registration
 - Prisoner Update Processing System

Significant Steps

- Submitted database plan to Congress
- Established initial DNP “Working System,” with focus on Death Master File
- As of June 1, 2013, all Federal payments are checked against DNP, as appropriate
- Issued privacy guidance to agencies for “computer matching agreements”
- DNP is checking 83 million payments and \$152 billion monthly; all 24 CFO Act agencies adjudicate identified flags
- Preparing first annual Report to Congress on DNP initiative



Continuing Our Progress

- What process does your organization use to set performance metrics when implementing new and/or untested strategies?
- To the extent your organization relies on a central solution for data analytics, how does this central group work with business lines?



Progress on Ongoing PMAB Initiatives

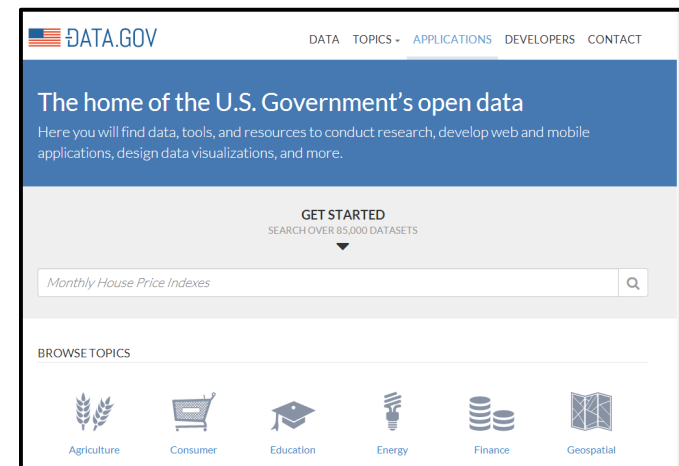
Smarter IT Delivery

Beth Cobert

Deputy Director for Management, Office of Management and Budget

First-Term IT Priorities

- Restrain out-of-control spending growth
 - 7.1% compound annual growth rate (CAGR) for previous decade
- Cultural transformation
 - Discretionary to strategic
 - PortfolioStat
- Tools to allow agencies to execute on mission
 - Cloud First
 - Open Data
 - Mobile
- Cybersecurity



2013 Focus for IT Management

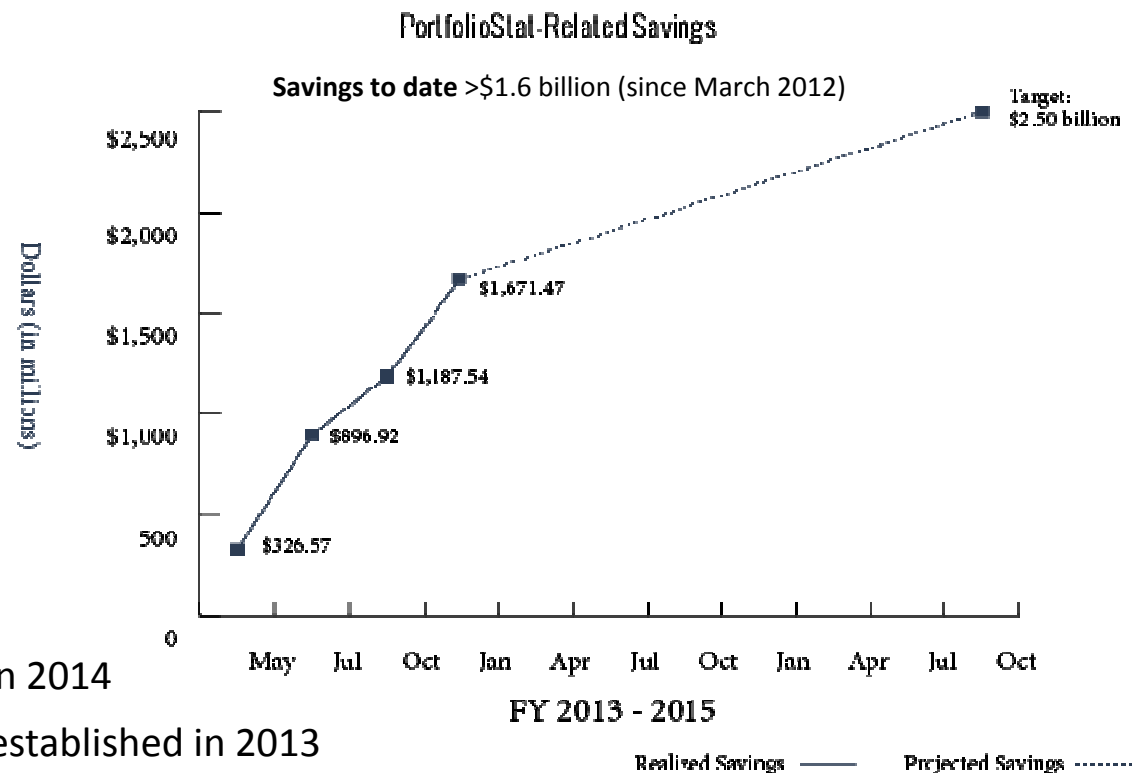
Goal: Improve Investment Reviews and Governance Processes

Strategy: Promote the efficiency and effectiveness of Federal IT through **PortfolioStat**, an annual IT portfolio review process that aims to eliminate duplication and create opportunities for reinvestment in innovative mission-driven solutions.

Key Performance Indicators

Deliver	<ul style="list-style-type: none">• Deliver on budget• Deliver on schedule• Meet Customer Expectations• Control Operating Costs
Innovate	<ul style="list-style-type: none">• Design for Modularity• Deliver Faster• Attain Technical Readiness• Adopt New Technologies
Protect	<ul style="list-style-type: none">• Assess Risks in Real-Time• Control Access• Secure External connections• Monitor External Connections

Results



Going Forward: Focus of PortfolioStat in 2014

- 1) Mature Key Performance Indicators established in 2013
- 2) Set clear goals and outcomes
- 3) Measure success of high impact IT investments

President's Management Agenda: Smarter IT Delivery

Goal

- Effectiveness – to deliver a world-class customer service experience for citizens and businesses

Challenges

- The business owner and the IT owner are often disconnected
- Historic use of waterfall project management approach, rather than agile
- Difficulty attracting best IT talent and agile firms

Strategy

- Shift the focus of Government IT projects from compliance to:
 - Delivering on intended impact
 - Meeting user needs
 - Holding agency leadership and project managers accountable for results.

Focus

- Attracting and retaining the best people working in IT
- Attracting the best partners to deliver on IT
- Implementing project management and oversight procedures that ensure accountability for delivering results for the American people



Continuing Our Progress

- How do you hold leadership teams, not just IT staff, accountable for major user-centric development projects?
- What have been your best experiences in transforming and building new capabilities in IT/procurement/management staffs?



Focus for 2014: Achieving World-Class Customer Service in Federal Government

Carolyn Colvin
Acting Commissioner, Social Security Administration

Lisa Danzig
Associate Director of the Office of Performance and
Personnel Management, OMB



Pinpointing Where PMAB Can Help

What questions or topics within customer service should PMAB focus on?

1. Establishing a Customer Service Culture

- Can you pinpoint an action or series of actions that made the biggest difference in turning the tide to establish a customer service culture?
- How have you continued to innovate your products/services over time to meet ever-changing customer demands?

2. Measuring Customer Service and Setting Standards

- Do you have examples of setting customer service standards from a corporate-level to effectively drive change?
- Which customer service metrics have you found effective (and which are not)?

3. Motivating the Frontline

- How have you encouraged employees to take a customer-centric view of their job, that encourages innovating to meet customer needs, rather than process-oriented?
- How do we motivate, retain and create accountability of front-line employees to offer excellent customer service (with very limited financial incentives)?

4. Leveraging Digital Solutions

- How do you provide incentives to customers to better utilize online interactions as opposed to more traditional channels?

5. Managing Customer Service with Partners and Across Geographies

- How do you establish consistency across service organizations that may be geographically or organizationally separated but service related?
- How do we measure / improve customer satisfaction when delivery and outcomes involve interagency and other external partners?



Overview of Previous Efforts

- Previous Administrations have made efforts to improve customer service across Federal programs.
- The Federal Government has made important strides, but can make further improvements in meeting the expectations of citizens and businesses.
- To that end, the Obama Administration issued Executive Order 13571 in April 2011, which required agencies to develop customer service plans that identify implementation steps for their customer service activities, including a “signature initiative” that uses technology to improve the customer experience.
- This generated innovative uses of technology, initiatives that had a noticeable impact for their customers, and importantly, the creation of leadership positions and offices responsible for driving progress on customer service initiatives.



Current Approach

To build upon the progress being made by individual agencies, the Administration is taking action to deliver improved customer service across the Federal enterprise. The Administration will:

- **Streamline transactions.** Identify transactions with a high impact on a significant number of citizens and streamline processes, better meet customer needs, and use performance measures to improve services.
- **Develop standards for high impact services.** Identify best practices and customer service standards and facilitate implementation across agencies. Potential strategies include:
 - Create better feedback loops and use data to identify target areas for improvement
 - Implement a government-wide customer service improvement framework
 - Improve the quality of the customer service workforce
 - Increase transparency and accountability by tracking and reporting customer service timelines and satisfaction levels

In addition, the Administration is prioritizing the use of technology to improve the customer experience, and has established a separate effort to focus resources and attention on this priority area, as discussed at a previous PMAB meeting.



Case Studies in Federal Agency Customer Service

Theresa Gruber

Assistant Deputy Commissioner for Operations,
Social Security Administration (SSA)

Expanding Online Services and Customer Engagement

Joe Salvator

Deputy Assistant Administrator, Office of Security Operations,
Transportation Services Administration (TSA), Department of Homeland Security (DHS)

Managing Across a Dispersed Workforce

Eric Seleznow

Acting Assistant Secretary, Employment and Training Administration,
Department of Labor

Customer Service in the Workforce Investment System

Expanding Online Services and Customer Engagement

Theresa Gruber

Assistant Deputy Commissioner,
Social Security Administration





Last Year

- 43 million office visitors
- 68.5 million phone calls
- \$850 billion in paid benefits
- 1.4% administrative cost

This Year

- Over 50% of retirement and disability claims filed online
- Over 70% of Medicare claims filed online



SSA Service Delivery



Full Service


Transitional Service

Self Service

Mobile Wage Reporting:

Last year:
18,976
transactions

This year:
80,565
transactions

Enter SSN and Wages 

Social Security number of the person you are reporting for

SSN:

Their gross wages for April 2013

Gross wages are the amount earned before taxes and other deductions.

\$

Next





my Social Security

[My Home](#)[Help Center](#)[Security Settings](#)[Overview](#)[Estimated Benefits](#)[Earnings Record](#)

Welcome, John! You last signed in on March 07, 2013 at 9:47AM EST.

Social Security Statement



A Message from the Acting Commissioner:

- [+ What Social Security means to you...](#)
- [+ About Social Security's future...](#)
- [+ Learn more about Social Security...](#)

Estimated Benefit at Full Retirement age (66): **\$1,158 a month**

[View Estimated Benefit](#)

Last Reported Earnings: **\$5,330 in 2011**

[View Earnings Record](#)

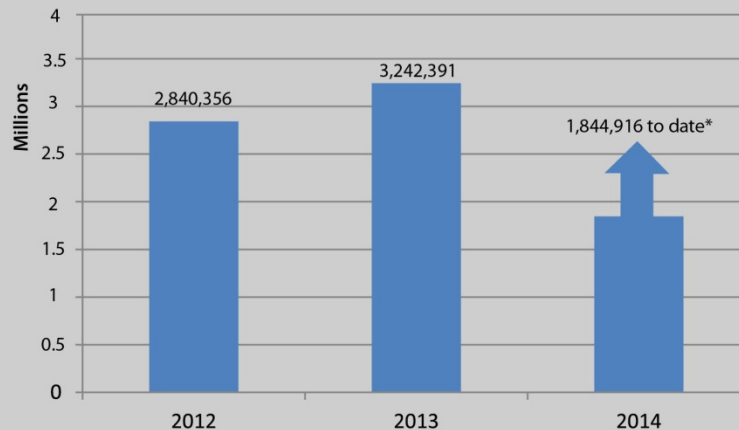
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[Contact Us](#)

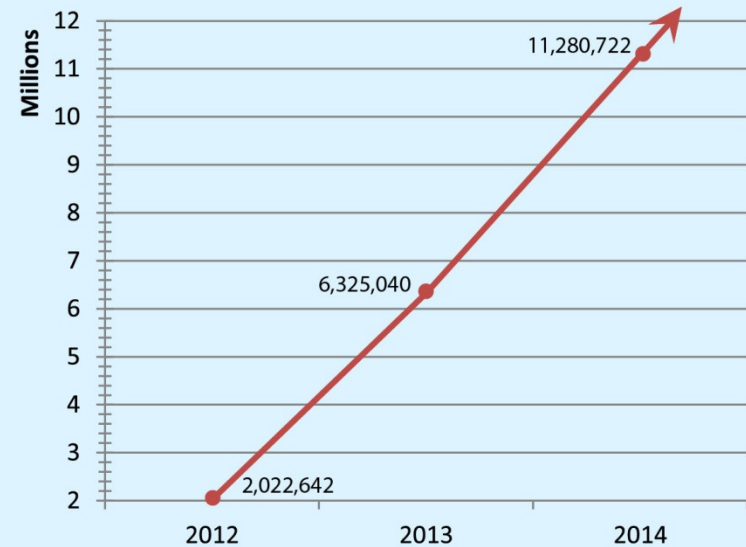
Social Security Number:
xxx-xx-0000

Date of Birth:
September 23, 1948

iClaim Transactions



my Social Security Registrations

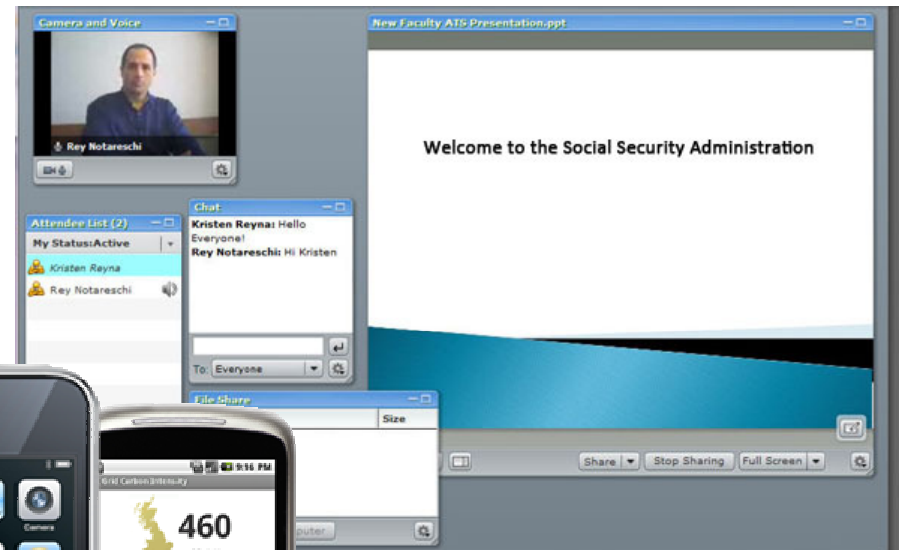


Customer Engagement at SSA

Deliver Innovative Quality Service - Deliver World - Class Customer Service



Video



Web Collaboration



Mobile

Welcome to gOnline!

Internal Marketing Website

On this site you will find marketing materials and informational resources related to SSA's eServices and other internal marketing initiatives



- Agile, Adaptable Workforce
- Innovative Training and Tools
- eService Ambassadors
- Cross-Agency Collaboration

Challenges

- Agile, Adaptable Workforce
- Managing with resource uncertainty
- Improving time-to-market
- Ensuring access to most vulnerable populations
- Combating fraud and protecting privacy
- Legislative and regulatory limitations



Transportation Security Administration, DHS

Managing Across a Dispersed Workforce

Joe Salvator
Deputy Assistant Administrator, TSA



Transportation
Security
Administration

TSA Background

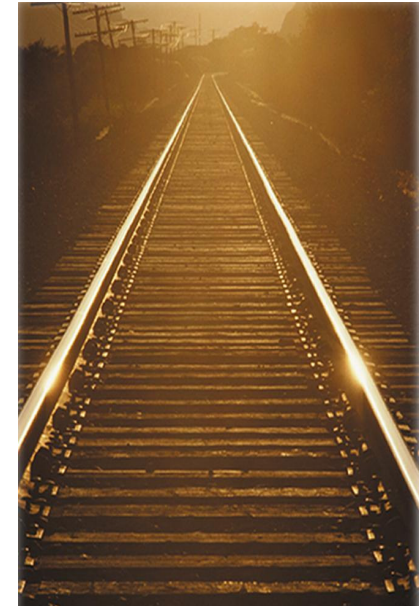
Mission

To protect the nation's transportation systems to ensure freedom of movement for people and commerce.

- 448 airport locations
- 48,000 uniformed officers

Every day, we screen about:

- 1.8 million passengers
- 1.2 million checked bags
- 3 million carry on bags

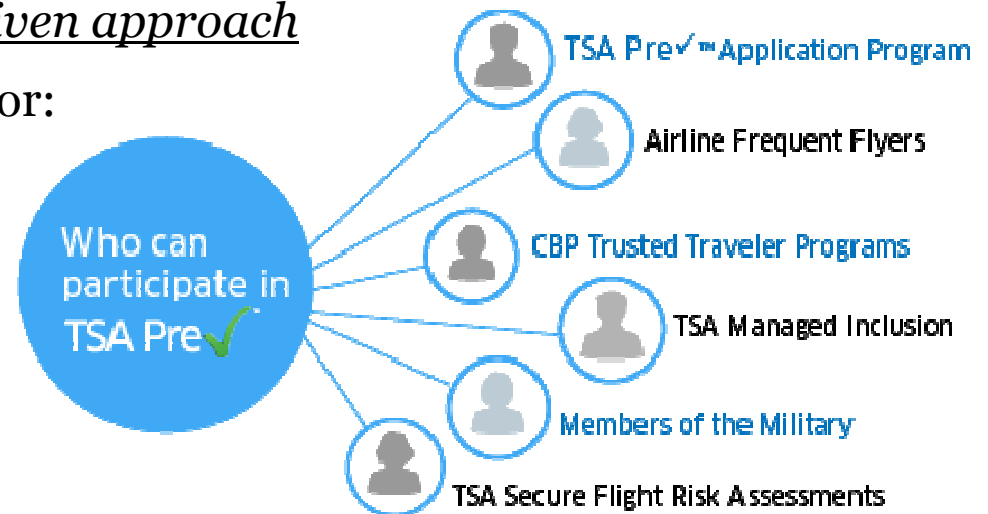


Transportation
Security
Administration

Risk-Based Security

We've evolved...

- From one-size-fits-all screening to a risk-based, intelligence-driven approach
- A better passenger experience for:
 - TSA Pre✓™
 - Passengers 12 and Younger
 - Passengers 75 and Older
 - Active Duty Military
 - Honor Flights
 - Known Crew Member
 - Additional Trusted Populations
- We went from 8% of passengers receiving some form of expedited physical screening to about 40% in less than a year
- TSA Pre✓™ benefits: quicker lines; shorter waits; keep shoes, belts and light jackets on; leave laptop and small liquids in the carry-on



Transportation
Security
Administration

Customer Support Initiatives

- **Checkpoint Throughput and Wait Time Data**
- **My TSA App**
 - “Best Mobile App in Government” in 2011
- **TSA Contact Center**
 - Email: TSA-ContactCenter@dhs.gov
 - Phone: 1-866-289-9673
- **TSA Cares**
 - Assistance for travelers with disabilities and medical conditions
 - Phone: 1-855-787-2227
- **Military Support**
 - Injured service members/veterans and Wounded Warriors (or their Care Coordinators) contact TSA Cares with details of the itinerary once flight arrangements are made with the airline to help facilitate their security screening
- **Passenger Support Specialists**
 - Onsite assistance to identify and resolve traveler-related screening concerns at security checkpoints



Transportation
Security
Administration

Customer Support Challenges

- Providing the best customer service while keeping the traveling public safe
- Maintaining workforce morale and motivation
- Educating the public
- Managing the media
- Communicating with the workforce



Transportation
Security
Administration



UNITED STATES DEPARTMENT OF LABOR

Employment & Training Administration

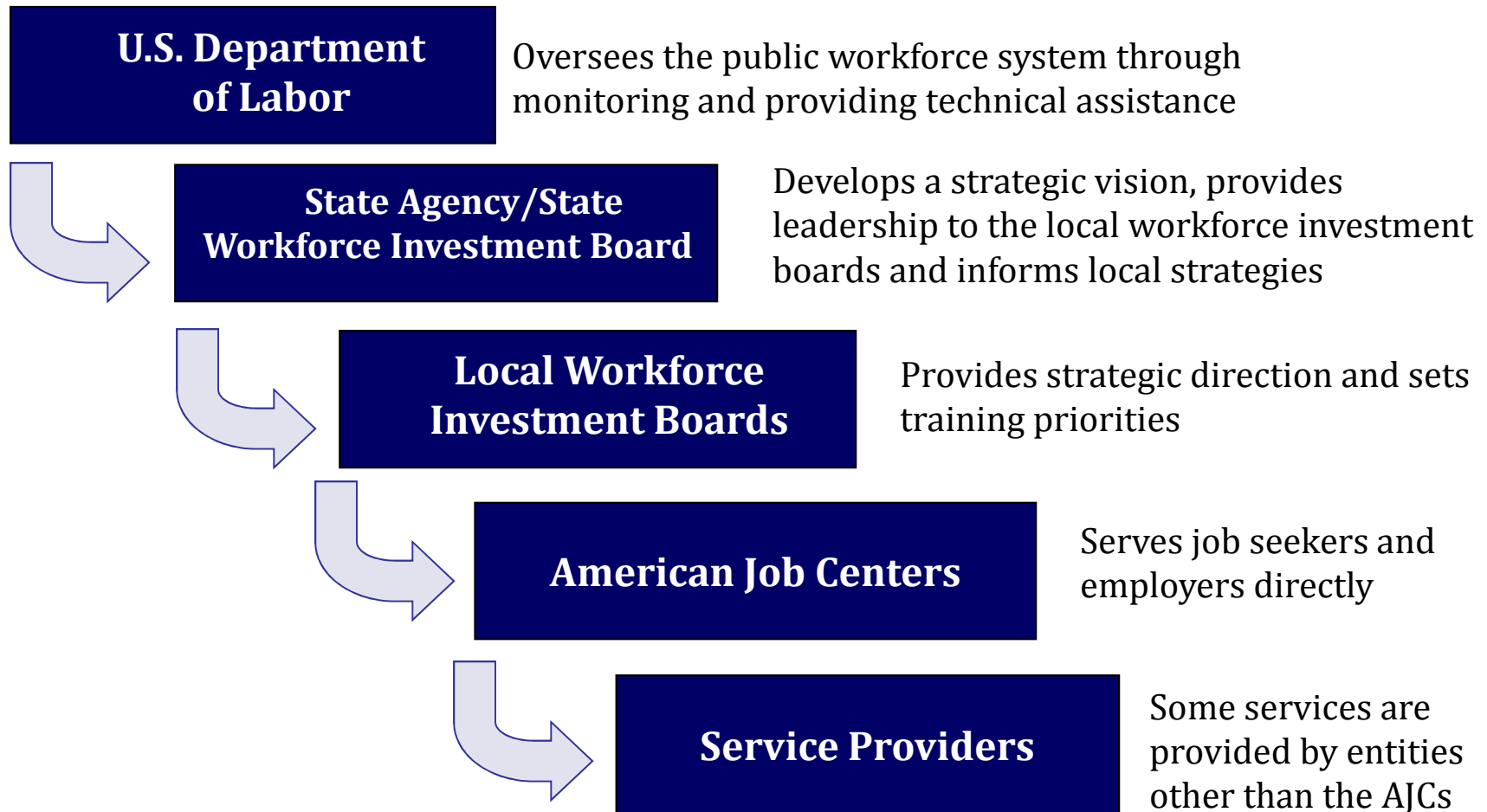
Customer Service in the Workforce Investment System

Eric Seleznow
Acting Assistant Secretary
Department of Labor

Workforce Investment System Overview

- Serves over 18 million jobseekers a year
- Over \$3.4 billion to states (FY 2014)
- Delivers services locally through ~2,500 American Job Centers
- A Dual-Customer System:
 - Businesses
 - Jobseekers

A Decentralized System



Employment
and Training
Administration

Federal, State and Local Roles

Secretary of Labor	Governor State Cabinet Agency	American Job Centers
<ul style="list-style-type: none"> • Policy guidance • Oversight • Monitoring • Technical assistance • Research and evaluation 	<ul style="list-style-type: none"> • Oversight • Monitoring • Strategic Vision • Policy direction to American Job Centers • Technical assistance • State-wide initiatives • Discretionary Funds • <u>Collects and Reports Customer Satisfaction</u> 	<ul style="list-style-type: none"> • Provides services to job seekers and businesses • Partners with local business and other stakeholders • Leverages stakeholder resources

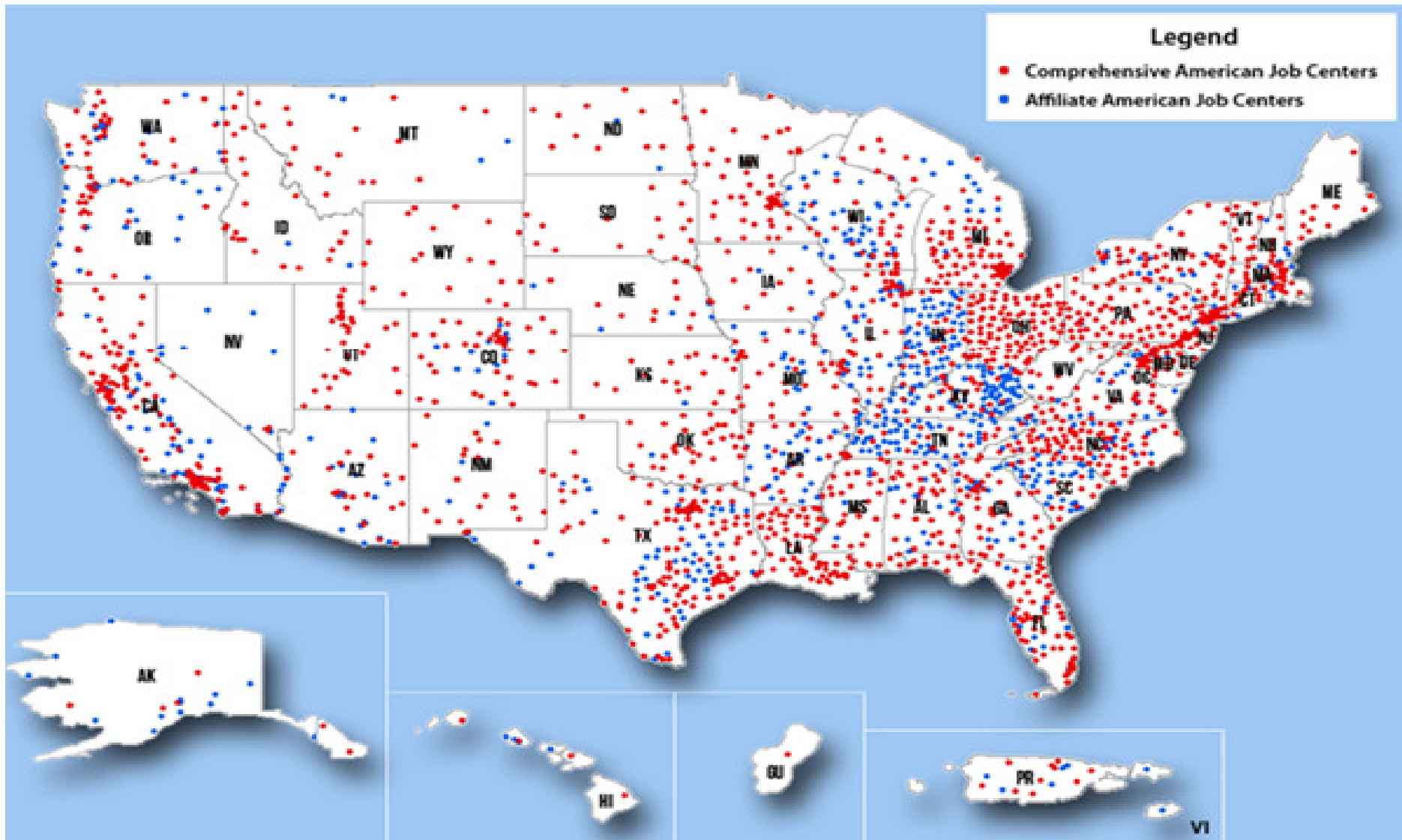


Workforce Investment Act and American Job Centers

- Community-based programs across the nation that provide a range of services to jobseekers to help them enter or reenter the labor market to get good jobs and good wages
- Help employers find the skilled workers they need to be competitive
- American Job Centers are the service delivery point – Administration renamed them as part of effort to establish a uniform “brand”



A Network of More than 2,500 Nationwide



Workforce Investment System Performance – Adults

- **60%** of unemployed adults enter employment within 3 months of their last service
- **83%** of adults who receive services retain employment for 6 months after their last service
- **\$14,383** is the average earnings of adult jobseekers who find employment (6-month period)

Customer Satisfaction in the Workforce System

- Customer service continues to be an important issue in the field
- In the past, ETA collected information from states on customer and business satisfaction. These measures were waived in the desire to streamline performance measures
- In the decentralized Federal-State-Local system, ETA has trended away from a single methodology for customer satisfaction



Customer Satisfaction in the Workforce System

- States have flexibility to develop approaches to measure Customer Satisfaction, examples include:
 - American Consumer Satisfaction Index (ACSI) Surveys
 - Email surveys (utilizing Survey Monkey or other similar platforms)
 - Developing and testing new measures to gauge both jobseekers and business satisfaction
- Encourage states to develop methodologies designed to accurately and efficiently gauge customer service at the AJC service delivery point and provide continuous improvement.
- How do we re-engage on customer service issues?



Employment and Training Administration (ETA) Questions for Improving Customer Satisfaction

- How do you promote, manage, and measure customer service when other partners “*run the local system*”?
- Dual customers of workers and businesses: How do we provide and measure the best customer service to both?
- How do you engage stakeholders or partners in contributing to a culture of *customer service* within the environment of the Federal role to oversee and monitor?



ETA Questions for Improving Customer Satisfaction

- How can new technologies help us better manage and/or measure customer service in a low-cost way?
- How can we at the Federal level use results to inform continuous improvement?
- Are there customer service “best practices” from the private sector we can adopt or adapt?

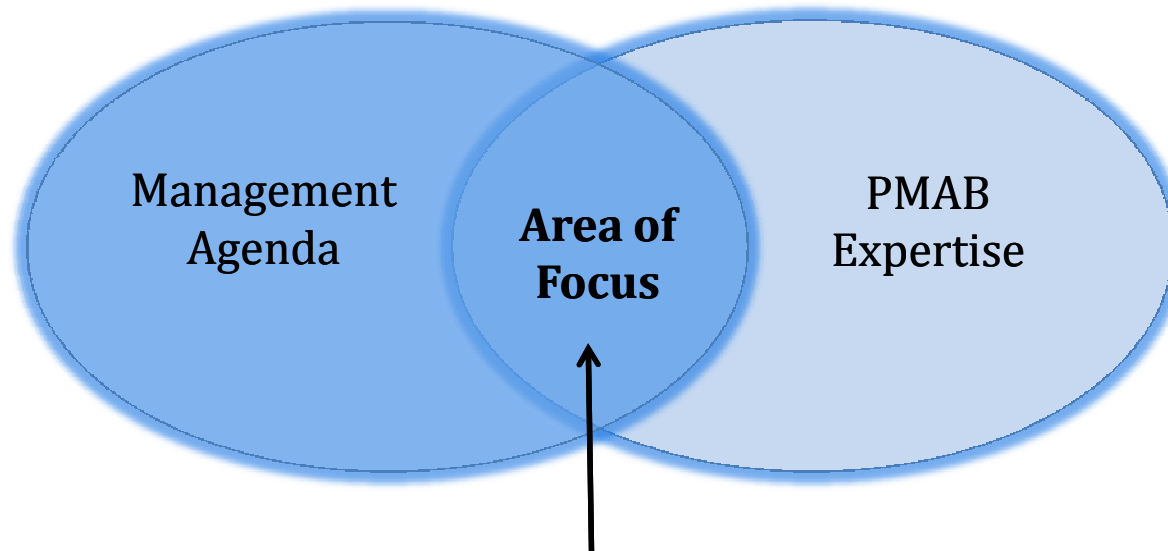




Next Steps for PMAB



Lessons Learned about the “Best” PMAB Topics



The attributes of a successful PMAB focus area include:

- Persistent, large-scale challenge in the federal government
- Potential for PMAB to make a major impact in the next 6-12 months
- Robust and proven private sector practices that are largely transferable to the public sector
- Existing initiatives and momentum in Federal government, including lead agencies ready to partner with PMAB



Next Steps: Pinpointing Where PMAB Can Help

What questions or topics within customer service should PMAB focus on?

1. Establishing a Customer Service Culture

- Can you pinpoint an action or series of actions that made the biggest difference in turning the tide to establish a customer service culture?
- How have you continued to innovate your products/services over time to meet ever-changing customer demands?

2. Measuring Customer Service and Setting Standards

- Do you have examples of setting customer service standards from a corporate-level to effectively drive change?
- Which customer service metrics have you found effective (and which are not)?

3. Motivating the Frontline

- How have you encouraged employees to take a customer-centric view of their job, that encourages innovating to meet customer needs, rather than process-oriented?
- How do we motivate, retain and create accountability of front-line employees to offer excellent customer service (with very limited financial incentives)?

4. Leveraging Digital Solutions

- How do you provide incentives to customers to better utilize online interactions as opposed to more traditional channels?

5. Managing Customer Service with Partners and Across Geographies

- How do you establish consistency across service organizations that may be geographically or organizationally separated but service related?
- How do we measure / improve customer satisfaction when delivery and outcomes involve interagency and other external partners?



Next Steps: How PMAB Can Engage

What approaches will best allow PMAB to engage effectively?

Form subcommittees to examine different dimensions of the issue:

- Subcommittees for Technology, People/Culture
- Subcommittees for Consumer-Facing Service, Business-to-Business Service
- Other ideas?

Identify agency-specific engagement mechanisms

- Connect agencies with individuals in your companies or personal networks to collaborate on specific issues
- Conduct “deep dives” with agency officials through site visits or focused problem-solving sessions
- Other ideas?